

## **FORMATION OF COMPETITIVE STRATEGIES OF ENTERPRISES FOR TECHNOLOGICAL EQUIPMENT REPAIR**

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### **ABSTRACT**

*On the basis of the evolution of the theory of strategic management under review and the practice of its use, the theoretical and practical significance of the further development of the theoretical and methodological foundations of the formation of enterprise strategies corresponds to the current complexity and variability of the external environment. environment is proven.*

*A classification of competitive strategies of industrial enterprises has been developed, which is adapted to the specifics of the repair services market according to the criterion of the depth of strategic transformations. The approaches of scientists to determining the role of competition in strategic management are analyzed. The importance of market competition in the process of developing a strategy is revealed. The concept of enterprise competitive strategy has been clarified. The necessity of developing a classification of competitive strategies according to the criterion of the depth of strategic transformations is substantiated. The developed classification demonstrates the necessary degree of radicalization of strategic changes. The content of the proposed competitive strategies is disclosed, the conditions for their use are specified. Key words: strategy, competition, competitive strategy, classification of competitive strategies.*

*As a result of the analysis of the considered approaches to the development of strategies of foreign and domestic strategic management theorists, it was revealed that most of them focus on the process of development and implementation of the strategy, and a minority on the content of the strategy. This confirms the relevance and scientific and practical importance of developing a methodological approach to developing strategies that combines a significant aspect of strategies with the process of their development and meets current economic conditions.*

### **INTRODUCTION**

*In the context of market relations in Ukraine, under the influence of the integration and globalization tendencies of the modern world economy, its liberalization, dissemination and improvement of information technologies, it is of utmost importance to search for strategic development alternatives for Ukrainian enterprises. Increasing competition at the national and international level requires finding ways to strengthen the position of enterprises by developing competitive strategies that take into account the specifics of the market in which they operate. This necessitates the development of scientific and methodological tools that will allow, in accordance with competitive conditions and market specifics, to develop a strategy for the enterprise aimed at successful adaptation to them and achieving sustainable high efficiency of activity.*

*There is now a general increase in competition, driven by fundamental changes in the global economic space. In turn, increasing competition in the global economy exacerbates the problem of finding a means of strengthening the competitive position of enterprises, which actualizes the need for a strategic management process, a central place in which strategy is given.*

*Based on these provisions, it is an important and urgent task to develop an adapted to the specifics of the market of services to repair the classification of competitive strategies of industrial enterprises by the criterion of the depth of strategic transformations.*

## **1. ANALYSIS OF EXISTING RESEARCH AND PUBLICATIONS**

Competition is of particular importance in the process of formulating strategies. It is the presence of rivals and their interaction that drives market actors to make the best use of resources. This is confirmed by the research of many scientists. The analysis of researches of scientists, in the sphere of scientific interests of which there is a problem of formation of the enterprise strategy, allows to conclude that most of them emphasize the importance of competition, its analysis in the process of strategy development.

Yes, Ms. Lamben points out that the development strategy should be a compulsory component of competitor positions and actions (Lamben, Zh.-Zh., 1996). T. Bogdan believes: "As long as there is competition, the strategy should remain in focus" (Bohdan T., 2008, p. 37). A. Arhipov notes that "... the study of competition is one of the most important components of market research, which creates the basis for the development of strategies and tactics in the market" (Arhipov A.M., 2008). Kononenko H.S. emphasizes the updating of development strategies for Ukrainian enterprises in connection with the intensification of internal and external competition (Kononenko H.S., 2009). According to Ivanov Y.B. "Competitive strategy of the enterprise is one of the most important components of strategic management" (Ivanov Y.B., 2006, p. 9). A number of scientists (Veres Somosi M., 2017; Kocziszky G., 2018; Pererva P.G., 2016; Sikorska M., 2017; Kobieliieva T.O., 2016; Reichling P., 2018; Poberezhnyi R., 2014; Kosenko O.P., 2017; Gutsan O., 2017) investigate strategies called competitive or competitive behavior strategies, typifying them according to classification criteria, which in one way or another characterize the place, mode of struggle or purpose of enterprises in market competition, which emphasizes the importance of the latter in the strategic choice of enterprises. Since businesses differ in their position in market competition, they may require strategies that have the depth of transformation required to achieve their primary goals, which enhances the scientific and practical value of developing a competitive strategy classification based on this criterion.

## **2. RESULTS OF THE RESEARCH**

In the Ukrainian economy, repair service companies play a significant role, which is growing in the conditions of high deterioration of the main industrial assets of the industry. The problem of upgrading critical manufacturing facilities lies with energy, engineering, and other leading businesses. Therefore, the modernization of the technological base and the overhaul of the production facilities of many industrial enterprises are the key to their effective activity. Thus, the demand for repair services is increasing. However, in conditions of adverse macroeconomic situation in the country, some companies that require repair services try to solve these problems independently by organizing the relevant units (Lamben, Zh.-Zh., 1996; Kononenko, H.S., 2009), thus creating competition for enterprises specializing in the provision of repair services. Understanding competition as an extended rivalry between entities that are mutually constrained to achieve their goals (Porter M.E., 2017), competitors for the repair service are competitors of similar businesses, consumers, potential competitors, entities that shape the legal environment, suppliers, resources, manufacturers of goods substitutes (Fig. 1).

In order to reveal the content of competitive strategies, it is proposed to identify the key elements of competitive strategies, which is shown in Fig. 1.

Considering the competitive environment of repair services companies in the broad sense (Arkhipov A.M., 2008), it should be noted that the entities that set up units for self-repair of the necessary equipment, equipment, occupy a special place among the existing competitors in the market. In order to confront them, companies that specialize in repair services need to develop a competitive strategy based on competitive advantage. For repair service providers, the competitive advantage is, first and foremost, the cost benefit of having a positive scale effect and the ability to innovate that require significant investment and be a difficult problem for self-repairing business entities.

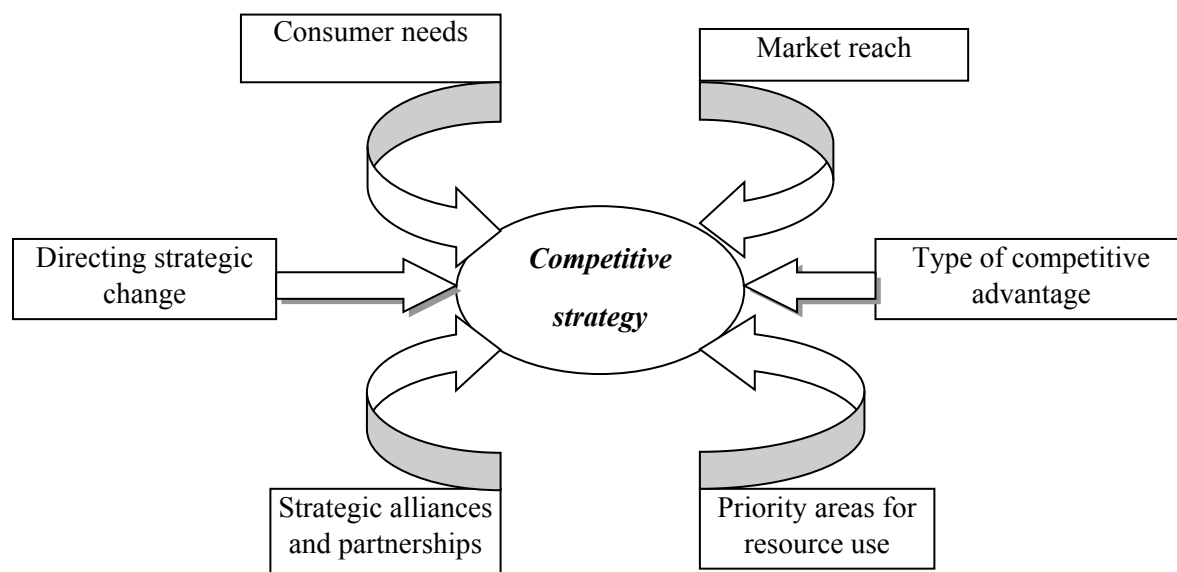


Figure 1 - Key elements of competitive strategies

Competitive strategies of repair companies according to the criterion of the depth of strategic transformations are divided into:

I. Strategies for radical change, which by nature of transformation are divided into:

- 1) strategies for acquiring basic competitive advantages, which by type of advantage are divided into: a) maximum satisfaction of the needs of the target group of consumers; b) the provision of services in high demand; c) innovative orientation; d) creation of a rare set of consumer properties;
- 2) strategies for changing the directions of activity or the degree of its independence, which in the direction of transformations are divided into: a) concentric diversification; b) transition to related activities; c) merger with the manufacturers of repaired machinery at the rights of their service center; d) merger with a competitor; e) exit from the market.

II. Strategies for partial changes, which in the direction of transformation are divided into:

- 1) strategies for changes in consumers, which by type of transformation are divided into: a) extension of the repair nomenclature; b) selection of foreign consumers; c) attracting consumers from new areas, industries, areas of activity; d) change of target market segment;
- 2) cooperation strategies, which by way of implementation are divided into: a) integration with the manufacturers of refurbished equipment; b) turnkey joint repair;
- 3) cost change strategies that are broken down into: a) reducing the cost of services;

- b) getting rid of excess resources;
- c) reducing the differentiation of services with a focus on the most cost-effective ones;
- d) exploiting the positive effect of scale by absorbing competitors;
- 4) a strategy for maintaining the existing position.

The first set of radical change strategies envisages radical transformations in the enterprise in terms of strategic development. The use of such strategies is appropriate for businesses that have not achieved significant success due to strategic uncertainty or the choice of a faulty strategy or inefficient implementation, and no local changes can provide the desired results and significantly change the situation. In this case, businesses should identify or create competitive advantages that match their capabilities and market needs and will be the basis for implementing appropriate strategies. If such measures do not provide the desired results that can be achieved by changing the line of business or complementing it with related types, then appropriate strategies are appropriate. If radical change is not possible, enterprises should turn to outside competitors for stronger competitors or manufacturers to merge with them, if beneficial to the latter. Otherwise, this activity should be discontinued altogether and alternative business options considered or resources owned by other owners should be used to gain more from them.

The second group of partial change strategies involves local transformations in those problematic areas of activity that do not allow maximum results to be achieved. The use of such strategies is appropriate for successful enterprises that have reached their full potential, but not fully, and the cause of this situation is localized, and its removal does not require radical changes.

A promising direction of strengthening the competitiveness of enterprises in the provision of repair services is to create an innovative nature of their development through the introduction of new technologies, corporate structure, effective use of the achievements of scientific and technological progress (Bohdan T., 2008). Thus, the innovation orientation of repair companies and the use of positive scale effects are the main competitive advantages that underpin a successful competitive strategy for these businesses.

Assessing the level of performance of an enterprise is an integral part of the process of developing competitive strategies, which is especially relevant in the face of increasing competition. There are proposals to make such an assessment based on the concept of business value, cash flow and a balanced scorecard. But most often, profitability ratios are used as indicators of economic efficiency. It is their use that is most appropriate for evaluating performance, reflecting the current return on resources used. However, they give an idea of a particular area of business. In addition, the current return on the resources used is also characterized by capacity, turnover, productivity, etc., depending on the specific direction of the analysis.

Therefore, for a comprehensive assessment of the effectiveness of the company, it is advisable to take into account those indicators that characterize its activities in the main areas. Thus, for the surveyed enterprises, the main activity is production activity, namely, the implementation of repair and maintenance of electric motors, generators and transformers. Therefore, evaluating its effectiveness is an extremely important area of analysis.

For this assessment we propose to use the following set of indicators: the coefficient of profitability of production, the coefficient of profitability of products - to characterize the profitability of production activity, the coefficient of capitalization of fixed assets and the indicator of productivity of labor - to assess the capacity and return, respectively, of the basic resources of production activity.

Marketing direction in analyzing the performance of an enterprise is also important, since it is an integral part of the activities of enterprises seeking to achieve commercial success in a market economy. To evaluate it, we propose to calculate a rate of return on sales - to characterize the ratio of financial result to marketing efforts, which are ultimately expressed in the demand that was able to create an enterprise for their products. It is also advisable to evaluate the performance of the personnel of the enterprise engaged in marketing, which is reflected in such proposed indicators as the coefficient 66 ratio of unsold products to sales and the coefficient of net income due to the existence of receivables for services. In the study of the effectiveness of the industrial enterprise is also a significant area of financial. To assess financial performance, it is advisable to use a return on equity, which characterizes the return on the financial resources of the enterprise that creates no liabilities. To assess the financial performance of an entity, it is advisable to use autonomy and financial stability ratios, which express the entity's equity, and coverage ratios, to characterize the ability to convert its assets into cash to repay short-term liabilities. It is also important to analyze the activity of an industrial enterprise in a management direction, which requires the use of an indicator that reflects the ultimate return on all resources owned by the enterprise and characterizes the effectiveness of management, which best illustrates the indicator of return on assets. It is also advisable to use profitability and administrative cost ratios to evaluate the effectiveness of administrative activities.

But in order to obtain a comprehensive assessment of the level of efficiency of the enterprise and to compare its competitors with each other, it is advisable to build an integral indicator that combines the listed partial indicators for different areas of activity, differing in size and units. Among the main existing approaches to the construction of an integral indicator of efficiency should be the following: based on the calculation of the geometric geometric partial indicators (Kononenko, H.S., 2009), the ratio of sales to all types of costs (Arkhipov A.M. (2008), the use of fuzzy sets theory (Porter M.E., 2017). But using these methods does not allow us to achieve our goal.

To obtain a comprehensive measure of the efficiency of an enterprise, which generalizes a large number of features - partial indicators of efficiency, and the possibility of using it to compare competing enterprises among themselves, it is most appropriate to build a taxonomic indicator as a method of comparative multidimensional analysis, the sequence of computational procedures of which is described in (Bohdan T., 2008). It provides a complete reduction of the multidimensional space of object attributes, which differ in size and unit of measure, and, taking values from 0 to 1, allows to obtain a convenient scale of the obtained estimates to determine the level of business performance.

## **CONCLUSIONS**

As a result of research of theoretical aspects of competition development, such features of competition, which are inherent to it at the present stage of development of Ukraine, are revealed, as high level of monopolization, high barriers of entry to monopolized markets, imperfection of the legislative base, and proved the contradictory nature of competition in modern Ukraine on the basis of manifestation its advantages and disadvantages, and the coexistence of two opposing tendencies: to monopolize and enhance competition, which are in dialectical unity and struggle.

The authors reveal the role of competition in the development of strategies, which is that it acts not only a factor that necessitates the development of strategies, but also a necessary component of the subject of analysis in the process of their formation. On the other hand, the implementation of enterprise strategies changes their positions and opportunities among competitors, and thus the



competition in the market itself, which allows to establish the interconnection and interdependence of market competition and strategy. Identifying the close relationship between strategy and competition requires a more detailed study of the recent and further development of the definition of "competitive enterprise strategy", in the new interpretation of which would be taken into account. To this end, it is proposed to define "enterprise competitive strategy" as a set of measures aimed at ensuring high efficiency of functioning and gaining a strong competitive position.

The role of market competition in the process of strategy development is revealed. The concept of enterprise competitive strategy has been clarified, which is defined as a set of measures reflecting the path from the existing position of the enterprise to the desired one, aimed at ensuring high efficiency of functioning and successful adaptation to the conditions of the competitive environment. The classification of competitive strategies of industrial enterprises according to the criterion of the depth of strategic transformations is adapted to the specifics of the repair services market, which demonstrates the necessary degree of radicalization of strategic changes. A methodological toolkit for selecting competitive strategies for industrial enterprises can be a direction for further scientific and practical research.

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